



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND  
1777 HARDEE AVENUE SW  
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO  
ATTENTION OF

AFLG-PR

9 October 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contracting Information Letter (CIL) 98-2

1. This CIL contains information of the following subjects:

- a. FY 98 Catalog of Civilian Training, Education, and Professional Development Opportunities,
- b. Indefinite Delivery Contracts,
- c. Special Competition Advocate, and
- d. Areas of Special Interest for FY 98.

2. FY 98 Catalog of Civilian Training, Education, and Professional Development Opportunities.

a. Reference memo, AFPI-CPR, 1 October 1997, SAB (encl 1).

b. Subject catalog is available on the WWW. The address is shown in the memo at enclosure 1. Also listed are the suspense dates for submittal of applications to FORSCOM.

3. Indefinite Delivery Contracts.

a. Reference memo, SARD-PP, 22 September 1997, SAB (encl 2).

b. Subject memo contains policies, best practices, and leads to resources to assist us in becoming smart users of Indefinite Delivery contracts.

4. Special Competition Advocate. Major Bruce McFarland has completed his assignment with FORSCOM and is now enroute to his new duty with SARDA. Major McFarland's replacement as Special Competition Advocate is Ms. Judith W. Blake. The Alternate Competition Advocate is still Ms. Suzanne C. Lyon.

AFLG-PR

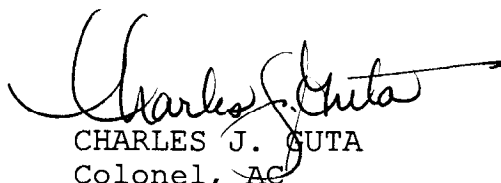
SUBJECT: Contracting Information Letter (CIL) 98-2

Ms. Blake's telephone extension is 7175. All competition issues should be addressed/submitted to her.

5. Areas of Special Interest for FY 98.

a. Reference memo, SARD-PR, 21 August 1997, SAB (encl 3).

b. Subject memo contains areas which the Acting Deputy Assistant Secretary of the Army (Procurement) considers to be important for FY 98 and should be emphasized by Army procurement offices.



3 Encls  
as

CHARLES J. GUTA  
Colonel, AC  
Chief, Contracting Division, DCSL&R  
Principal Assistant Responsible  
for Contracting

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ARMY ATLANTA CONTRACTING CENTER, ATTN: AFLG-PRC

OCT 01 1997

## MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY 98 Catalog of Civilian Training, Education and Professional Development Opportunities

1. Subject catalog is now available on www and the address is:

<http://cpol.army.mil>  
then click on Training and Career Development  
then click on FY98 Catalog of.....

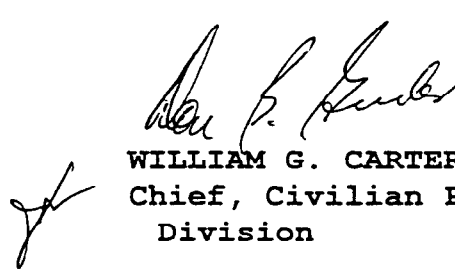
2. Training Coordinators were e-mailed above information on 26 Sep 97. For planning purposes, FORSCOM suspense dates for programs listed at Appendix A of the catalog were provided by e-mail 30 Sep 97 as follows:

<u>PROGRAM TITLE</u>	<u>FORSCOM SUSPENSE</u>
a. Army Comptrollership Program	Oct 97
b. Senior Service Colleges (AWC, AWCC, ICAF, NWC)	6 Oct 97
c. Army Congressional Fellowship Program	6 Oct 97
d. Energy Mgt Professional Enhancement Program	16 Oct 97
e. Army Management Staff College (Class 98-2)	8 Dec 97
f. Army Management Staff College (NR 98 extended)	8 Dec 97
g. Syracuse University National Security Mgt Course	6 Jan 98
h. Transportation Mgt Professional Enhancement Program	6 Jan 98
i. DOD Executive Leadership Course	20 Feb 98
j. DOD Senior Executive Leadership Course	20 Feb 98

AFPI-CPR

SUBJECT: FY 98 Catalog of Civilian Training, Education and Professional Opportunities

- k. Materiel & Distribution Mgt Professional Enhancement Program 2 Mar 98
  - l. Maintenance Mgt Professional Enhancement Program 10 Mar 98
  - m. Logistics Executive Development Course 19 Mar 98
  - n. Harvard University Program for Senior Executive Fellows 6 Apr 98
  - o. Army Management Staff College (Class 98-3) 13 Apr 98
  - p. Army Management Staff College (Class 99-1) 28 Jul 98
  - q. Army Management Staff College (NR 99) 28 Jul 98
  - r. Logistics Executive Development Course 11 Aug 98
3. Submit completed nominations through command channel to reach DCSPIM, CPD, ATTN: AFPI-CPR, by the appropriate suspense date.
4. For more information, contact Ms. Mae. T. Bell, 464-6824.

  
WILLIAM G. CARTER  
Chief, Civilian Personnel  
Division

DISTRIBUTION:

CIO  
PAO  
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MACOM Career Program Managers

SEP 26 1997



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
RESEARCH DEVELOPMENT AND ACQUISITION  
103 ARMY PENTAGON  
WASHINGTON DC 20310-0103  
22 SEP 1997

SARD-PP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Indefinite Delivery contracts

The use of Indefinite Delivery (ID) contracts in all of their various forms has exploded across the Federal government in the last few years, and for good reason—their use generally results in reduced procurement administrative lead-times and delivery schedules, lower contract costs, and a more efficient use of trained acquisition and requirements personnel.

We need to become smart users of ID contracts, both in the designing and executing of Army contracts and in the innovative use of non-Army contracts. We have the opportunity to benefit the Army by quickly buying items and services that meet our requirements and at good prices. This also benefits the Army acquisition community through user satisfaction and by increasing our expertise in what is quickly becoming the principal method of acquiring recurring requirements.

Enclosed are policies, best practices and leads to resources to guide our smart use. Please begin implementing them quickly. This is by no means a comprehensive, final word on the subject; as you find better ways of using ID contracts please let me know of them so they can be included in our policies and best practices.

My action officer is Mr. Curtis Stevenson, (703) 681-1041, [stevensc@sarda.army.mil](mailto:stevensc@sarda.army.mil).

A handwritten signature in cursive script, reading "Kenneth J. Oscar", is positioned above the printed name.

Kenneth J. Oscar  
Acting Assistant Secretary of the Army  
(Research, Development and Acquisition)

Enclosure

ENCL 2



## **Indefinite Delivery Contracts**

### **Scope.**

The policies and best practices contained in this document apply generally to the full range of indefinite delivery (ID) contracts: Indefinite quantity (IDIQ) contracts; requirements contracts; task and delivery order (TO/DO) contracts; Federal Supply Schedule (FSS) contracts, to include Blanket Purchase Agreements (BPAs); multi-agency and Government-wide Agency Contracts (GWAC), and other types of ordering arrangements.

While the Information Technology domain is making the most innovative use of ID contracts, the potential benefits—and problems—of ID contracts apply to all commodities and services.

### **Policy.**

The Army shall make the maximum practicable and prudent use of ID contracts, both as a user of non-Army instruments and in the establishing and awarding of such contracts.

The use of ID contracts generally results in reduced procurement administrative lead-times and delivery schedules, a more efficient use of trained acquisition and requirements personnel, and lower contract costs. However, this is not always the case, in particular more favorable contract prices, and Army personnel—both requiring activity and contracting officials— need to consider all available alternative methods of satisfying a requirement in order to obtain the best business arrangement for the Army.

Do not award a new, single purpose contract if there is an existing ID contract, Army or non-Army, that will satisfy the requirement and represents the best business arrangement for the Army, all factors considered.

The use of any existing Army-awarded ID contracts that will meet a requirement shall be considered when deciding upon the method of satisfying a requirement that provides the best value for the Army.

Develop and award a new ID contract if:

- There are no existing ID contracts that will satisfy a recurring requirement; or
- An Army acquisition organization has a particular expertise in acquiring certain items or services; or

- There are Army-unique requirements that are unlikely to be available on other agency ID contracts.

Permit Army, DoD and other government agencies to place orders against the contract if they are likely to have the same requirement.

### **Schedule Contracts.**

An advantage to using FSS contracts is that a GSA contracting officer has already determined that the prices in the contracts are fair and reasonable. Therefore, an additional and separate contracting officer's determination of reasonableness is not required. However, while a price may be fair and reasonable, a lower price (and perhaps a better business arrangement) may be available. Market research and discussions with vendors could reveal that substantial discounts are available to high volume buyers and perhaps under other circumstances.

Request reductions to FSS and other schedule contract prices when schedule products are available elsewhere at lower prices, or when the quantity of an individual order clearly indicates the potential for obtaining a reduced price. Consider the schedule price a starting point for further research and possible negotiation. Once the best business deal is identified, consider writing a BPA against the schedule for all potential Army requirements if they are known or can be reasonably estimated.

In order to ensure best value for the Army dollar while effectively using schedule contracts, review products and prices under multiple contracts, and document the basis for the selection. Document the best value determinations when placing orders with other than the low price vendors. The extent of the documentation should be commensurate with the dollar value of the order.

### **Blanket Purchase Agreements.**

BPAs used in conjunction with FSS contracts are a way to satisfy recurring requirements, reduce acquisition costs through quantity discounts, and reduce administrative effort and paperwork. BPAs are negotiated directly with FSS contractors and allow the parties to negotiate special terms and conditions and to agree to best volume discounts, regardless of the size of individual orders. BPAs further reduce administrative lead-time and paperwork and often result in the best overall price and the best overall value.

Buying activities should analyze their use of FSS contracts and where there are recurring requirements, negotiate BPAs. If there is a recurring demand at other MACOMs or Army activities, coordinate requirements and issue MACOM-wide or Army-wide BPAs.

Once BPAs are awarded advise all contracting activities that may use the BPA of its existence, scope, prices and other terms and conditions that have value for the Army; e.g., fully compliant with all Army architecture and standards.

While BPAs are not contracts, they do contain agreed-upon business matters such as the amount of discounts and other terms and conditions, and therefore shall be negotiated and signed by contracting officers directly with FSS vendors.

Additional information from GSA on the use of FSS, to include MAS/BPA "Best Practice Tips" and a model BPA may be found on the Internet at: <http://pub.fss.gsa.gov/fcoc/sched.htm>.

### **Marketing and Past Performance.**

Agency-wide and Government-wide ID contracts with very broad statements of work and schedules have been described as nothing more than licenses to sell. Contractors holding them often vigorously market the instruments. Sometimes the government organization responsible for the instrument does as well, especially if a service-for-fee is involved. Requiring activity and contracting personnel both need to keep this in mind and be aware that marketing efforts may sometimes promise more than the scope of the contract requires or permits. In addition, a marketer's comparative analysis of it's product or service with those of competitors is likely to be biased; therefore, perform or obtain independent assessments.

Make sure that placing an award under a particular ID contract is indeed the best solution to satisfying a requirement. Also make sure that items or services being ordered will conform to internal Army requirements such as open systems architecture and other items.

Don't place significant orders against ID contracts without first checking with other government customers as to the contractor's record for delivering quality items and services as promised and on time. Use of the past performance procedural requirements in FAR 42.15 is not required.

### **Providing and Gaining Access—Electronic Catalogs.**

Publicize Army-awarded ID contracts that permit ordering by other activities on your Internet homepage and the Army Acquisition Website (<http://acqnet.sarda.army.mil/virtshop>). If the contract permits electronic ordering, link it to both the Army Acquisition Website and the ARnet (<http://www.arnet.gov/References/References.html#catalog>) where similar contracts awarded by all Government agencies are currently listed.

The Deputy Assistant Secretary of the Army (Procurement) is currently gathering information on Army-awarded ID contracts that allow ordering by others, whether electronic or not. We will list that information on our website in the near future.

Design new ID contracts with EC/EDI in mind and provide for the placement of electronic orders and payment with the IMPAC card. The enclosed March 14, 1997 memo from the Administrator, OFPP provides policy and useful guidance on the award of "electronic catalogs". Note under recommendation seven the statement, "We prefer that every agency place orders directly with the contractor with any reimbursement of agency costs through fees bundled in the price which the contractor would be required to transfer back to the agency..."

### **Competition and Best Value.**

FAR Part 6 does not apply to orders placed against TO/DO contracts entered into pursuant to subpart 16.5, Indefinite-Delivery Contracts, for supplies or services within the scope of the TO or DO contract. By definition ID contracts, and therefore indefinite-quantity contracts, are TO/DO contracts.

Placing a proper order against an ID contract, either single-award or multiple-award, does not require a separate synopsis of the intent to place an order, nor a competition, nor a Justification and Approval of no competition other than what may have been used for entering into the contract. However, for orders against multiple award contracts all contractors awarded such contracts shall be afforded a fair opportunity to be considered for award of the order. The method by which contractors are given their opportunity shall be stated in the solicitation and contract.

While no CICA-type competition (FAR Part 6) is required when placing orders against ID contracts, the contracting officer must make a determination that the price is fair and reasonable (except for FSS contracts) and that placing an order will result in the best value for the Army.

In order to ensure best value, review products, other terms and conditions, and prices under multiple contracts and other ordering arrangements, including any available Army contracts. Decisions not to consider multiple contracts or ordering arrangements must be justified and documented, but a FAR Part 6 J&A is not required. Document the best value determinations when placing orders with other than the low price vendors. The extent of the documentation should be commensurate with the dollar value of the order.

Request reductions to prices on ID contracts when the same or similar items and services are available elsewhere at lower prices, or when the size of an individual order clearly indicates the potential for obtaining a reduced price. Consider a published price as a starting point for additional market research and possible negotiation.

Consider any fees charged by the servicing agency when determining whether placing an order under an existing ID contract is the best and most cost effective method of satisfying a requirement. Note that government servicing agencies may be willing to negotiate the amount of the fees they charge.

### **Fees.**

Government agencies may both charge and pay reasonable fees associated with the actual costs of services performed for or by other government agencies.

Guidance on calculating the fee to be charged is in the DoD Financial Management Regulation, DoD FMR 7000.14-R. Vol. 11B covers working capital organizations and Vol. 11A is for other organizations. Consult with your servicing financial management and legal offices for assistance in calculating the rates. In addition, the DoD Comptroller publishes reimbursement rates for some activities, including contract administration services (<http://www.dtic.mil/comptroller>).

### **Small Businesses and Mandatory Sources.**

When placing orders against ID contracts and when establishing BPAs give preference to small, 8(a) and women-owned business concerns when their products or services meet your requirements and offer equally good value as those of other businesses. Keep in mind the Army's obligations towards meeting our socio-economic goals.

While the Army strongly endorses the use of ID contracts, the order of priority in FAR 8.001 and 8.002 and corresponding DFARS cites for the use of Government supply sources shall be observed.

### **Economy Act.**

When funds are sent to another, non-Army government organization for the fulfilling of requirements by the placing of orders or otherwise, the Economy Act applies. An exception provided by the Clinger-Cohen Act is for requirements and funds sent to GSA for IT. The Act does not apply when orders are placed directly with, and funds are paid to, a contractor.

### **Other References and Sources.**

OFPP Best Practices for Multiple Award Task and Delivery Order Contracting. Interim Edition dated July 1997. Available at: <http://www.arnet.gov/BestP/BestPMAT.html>

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

OFFICE OF FEDERAL PROCUREMENT POLICY

March 14, 1997

MEMORANDUM FOR: AGENCY SENIOR PROCUREMENT EXECUTIVES  
AND THE ACTING DEPUTY UNDER SECRETARY OF  
DEFENSE (ACQUISITION REFORM)

FROM: Steven Kelman, Administrator

SUBJECT: Electronic Catalogs

Electronic catalogs have become a prime method for us to take advantage of the operational efficiencies offered by evolving electronic commerce technologies. I encourage you, in your efforts to provide greater value to the taxpayer, to aggressively promote the use of Federal electronic catalogs. As our use of this evolving technology increases, however, there is a corresponding need for greater interagency coordination to maximize the effective use of electronic catalogs.

For purposes of this memo, I am defining a "Federal electronic catalog" as a Web-based electronic ordering system which involves:

- a contract with pre-established business arrangements with industry;
- a means for the customer to identify and order goods and services, either from within an agency (intra-agency) or by more than one agency (inter-agency); and
- sufficient information (updated to reflect changes) for the customer to compare the items offered by performance, price and delivery.

Over the years, Federal agencies have increased both the amount of electronically available product information and the number of electronic ordering opportunities. Initially this was done via electronic bulletin boards, where user access was limited and product information typically was text-based. We have made great strides as Federal agencies have developed catalog systems accessible to all through the World Wide Web. The Web allows users to access information and data on products from multiple Web-sites, often directly from the manufacturer.

Cutbacks, deficit reduction actions, and our ongoing quest for improved efficiencies have encouraged major purchasing agencies to move toward Web-based electronic catalogs. As a result, a number of Federal agencies, including

General Services Administration (GSA), Defense Logistics Agency (DLA), and the National Institutes of Health (NIH), have begun projects to move some or most of their indefinite delivery/indefinite quantity contracts to Web-based electronic catalogs. OFPP is monitoring the various multi-agency contracting strategies now being employed by GSA, VA, and other agencies to better understand their impact and overall effectiveness. The Director, OMB recently issued guidance on the use of multi-agency contracting for information technology in implementation of the Information Technology Management Reform Act of 1996 (OMB Memorandum M-97-07 dated February 26, 1997). OMB continues to review procurement-related matters on the use of multi agency contracts and will issue additional guidance in the future as appropriate.

Electronic catalogs offer two advantages. They require fewer resources to make repetitive purchases. And they offer opportunities for agencies to pursue more effective purchasing strategies. They can help us leverage our buying power through volume purchasing. Alternatively, they enable government customers to make "spot" purchases with on-line comparisons of the price, features, and performance of similar products and services.

In the fall of 1995, I formed an interagency task force to develop recommendations for Federal electronic catalogs. Several months ago, the group presented a report with guidelines and recommendations for Federal electronic catalogs. (Please contact Tony Trenkle at 202-501-1667 or [tony.trenkle@gsa.gov](mailto:tony.trenkle@gsa.gov) if you would like a copy of the task force report.) The task force recommends that you:

1. Link your existing contracts which support electronic orders to the ARNet. (See catalogs: <http://www.arnet.gov/References/References.html#catalog>). This includes both intra and inter-agency contracts. All electronic catalogs should be linked from ARNet, as well as provide a link to ARNet that will enable a user to access other Federal electronic catalogs. The objective is to allow the buyer to easily compare multiple catalog products, prices, and delivery schedules.

2. Create a common look and feel for new electronic catalogs. My intent is not to change existing contract displays. However, new catalogs should provide product listing, access, and search capabilities that are similar to GSA Advantage! or DLA's Electronic Mall so that buyers do not have to relearn commands each time they view a contract.

3. Use the American National Standards Institute (ANSI) Electronic Data Interchange (EDI) standard transaction set for Price/Sales Catalog 832. When EDI is used, this industry standard should be the methodology for creating a single face to industry for the purpose of integrating a Federal electronic catalog system with vendors who participate in it. Industry should be able to use normal commercial means for transmitting EDI transactions to the Federal electronic catalog system.

4. Provide the option of using the IMPAC card and other electronic payment methods appropriate for orders over the micro purchase threshold.

5. Use a flexible and non-proprietary (if possible) system architecture that can easily adapt to emerging Internet technologies. A flexible architecture allows for the widest possible access to data and distributed data storage, and does not limit the breadth and scope of the products and services which may be made available to the federal customer.

6. Use appropriate commercial technologies for security commensurate with the risk of misuse on the Internet and payment methodology.

7. Work towards a common method of placing orders. Agencies are experiencing problems with the differing scenarios for order placement (e.g., either directly to the vendor, with or without coordination with the awarding agency). We prefer that every agency place orders directly with the contractor with any reimbursement of agency costs through fees bundled in the price, which the contractor would be required to transfer back to the agency along with any other reporting the agency requires. Hardcopy orders should be acceptable in any format so long as the correct data elements are included.

I also ask that you work within your agency to make program people with access to purchase cards aware of the significant price savings, and often time savings as well, by buying products through electronic catalogs rather than retail outlets. The government has sufficient buying power so that we should be able to do better than the retail prices any individual consumer could obtain. I will be sharing this memo with your Deputy Secretaries to request their cooperation with you in getting this message out.

I am requesting the Interagency Acquisition Internet Council (IAIC) to form a working group to further develop and implement the task force's recommendations for Federal Electronic Catalogs. (The IAIC is sponsored by the Procurement Executives Association and is developing interagency strategies for maximizing the use of acquisition information and databases on the Internet. See the IAIC homepage at <http://www.arnet.gov/IAIC/>.) If your agency has or is planning an electronic catalog, please provide the name of an individual to serve on the work group to Ken Stepka (202-358-0492) or [ken.stepka@hq.nasa.gov](mailto:ken.stepka@hq.nasa.gov) by April 30. The IAIC work group will provide progress reports to the Electronic Commerce Program Office.

Your support and cooperation on this important effort are appreciated.

AUG 26 1997



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
RESEARCH DEVELOPMENT AND ACQUISITION  
103 ARMY PENTAGON  
WASHINGTON DC 20310-0103



21 AUG 1997

SARD-PR

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Areas of Special Interest for FY 98

Last December you received guidance on areas of special interest to Army Senior Leadership. Over time, focus and emphasis change within the Army and new issues and interests develop. Attached are areas I consider to be important for fiscal year (FY) 98 and should be emphasized by Army procurement offices.

The Procurement Management Assistance Program (PMAP) is designed to provide management consultant services to enhance and assist the Army procurement process to achieve the efficiencies and effectiveness required to ensure the continued technical superiority of the Army of the 21<sup>st</sup> Century. To ensure continual improvement in the procurement process, the PMAP will assess progress in these special areas of interest. Principal Assistants Responsible for Contracting (PARCs) should also address these areas when reviewing their subordinate contracting offices.

The point of contact for the PMAP is Geneva Halloran, DSN 761-7566, Commercial (703) 681-7566, E-Mail hallorag@sarda.army.mil.

Edward G. Elgart  
Acting Deputy Assistant Secretary of the  
Army (Procurement)

Attachment



Deputy Assistant Secretary of the Army (Procurement) Primary Areas of Interest:  
(Underlined print represents additions or changes to the FY 97 guidance)

**Strategic Planning** - Principal Assistants Responsible for Contracting (PARCs) are responsible for establishing a procurement plan, outlining goals, objectives and appropriate metrics to measure expected outcomes, which supports Army and Command vision and goals. PARCs must also participate in strategic planning for Acquisition Reform (vision, goals, objectives, plans and metrics). Contracting offices should prepare a procurement plan that supports the Command and PARC Plan.

**Metrics** - The establishment and maintenance of meaningful metrics is key to measuring and monitoring progress in the accomplishment of Army and Command goals and objectives. Metrics should include cost savings and should be posted to websites for easy access by the acquisition workforce and by management at the Command level and at Headquarters level. The availability of metrics on the website will allow the PMAP Team to monitor and collect data without placing an arduous tasking on the OPARCs. Additionally, it will provide a valuable feedback and communication tool for the workforce.

**Performance Based Contracting** - How well are commands implementing performance specifications and performance based service contracting. How is it being measured for success?

**Contracting Career Management** - Internship programs, innovative programs, cross-training, education and training – what steps are being taken to enable the entire contracting workforce to obtain their Bachelor's Degree and Master's Degree. What program is in place to assure that each individual obtains a minimum of 40 hours of technical (contract/procurement/acquisition) training each year. What program do you have in place to assure that all contracting officers will attend Army Management Staff College and/or Command and General Staff Officer Course.

**Acquisition Reform Initiatives** - Status of implementation, identification of innovative local initiatives, etc.

**Best Value Contracting** - What is being done in this area? Progress, metrics, educate the workforce, etc.

**Automation of Contracting Offices** - Posting of BPAs and IDIQs on the Army's Electronic Catalog. Status of office automation within the contracting offices, access to the Internet, EC/EDI, and sharing of solutions with other MACOMS/MSCs.

**Government Property in the Possession of Contractors** - Emphasis is on knowing what property is in the possession of contractors and decreasing the amount of GFP through sensible, documented decisions on furnishing, retention, taking title, etc. Emphasis is also on getting rid of property that is no longer needed. Contracting

Officers are cautioned against authorizing contractors to acquire general purpose equipment (e.g., computer equipment) and charging the costs directly to cost type contracts. Equipment purchased in this manner becomes the property of the Government and requires extensive tracking and management. The cost should be included in overhead.

**Additional areas the PMAP will address:**

Purchase Card Program.  
Past Performance.  
Partnering.  
Integrated Product Teaming.  
User Involvement in the acquisition process.  
Industry Interface.  
Workforce Empowerment.  
Commercial Practices.  
Modernization through Spares.  
Contingency Contracting.  
Competition Advocacy Program - innovations/improvements, goal achievement etc.  
Methods used to improve foreign/international participation. Are we recognizing our MOUs and allowing participants to compete fully?  
Identification and removal of barriers to customer satisfaction and methods of obtaining customer feedback.  
Continuous process improvements to reduce the cost of purchasing and contracting cycle time.  
Single Process Initiative (SPI) - What is being done to ensure communications and coordination between ACOs and buying commands.  
Acquisition Reform incentives and awards programs.  
Consolidation of Contracting Activities.  
Bundling Buys.  
Proper use of FAR Part 12 for acquisition of commercial supplies and services.  
Preparation and verification of DD350s and 1057s - essential for proper tracking and assessment of metrics and for statutory reporting requirements.  
Standard Procurement System (SPS) - What is being done in preparation for fielding at all PARC sites.  
Un definitized Contract Actions - Policies and procedures must be in place to hold people accountable for ensuring that contracts are definitized in a timely manner.